



# The City of Saco, ME

## A Report to Our Residents

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### City Government

The City operates under the mayor-council-city administrator form of government. Policy making and legislative authority are vested in the 7 member City Council, which is elected on a non-partisan basis. The mayor and seven council members are elected to 2-year terms from 7 districts (wards).

The City of Saco is a full service provider. Each department is responsible for providing services to the citizens within the Saco community. Services may be extended beyond city limits through mutual aid agreements. Ten departments (excluding education) operate within the city providing in part the following:

- Police and fire protection; waste-water collection and treatment;
- Snow removal and road maintenance;
- Parks & recreation;
- Code enforcement and building inspection.

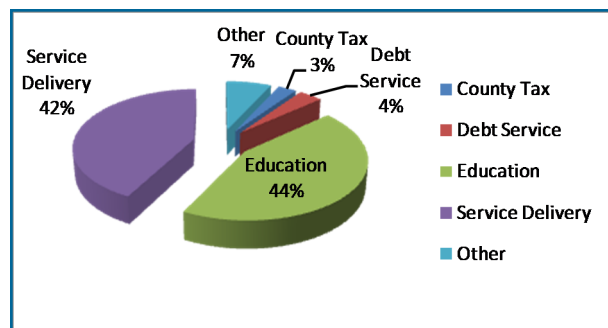


▲ Camp Ellis, Saco Maine

### City Organization and Information

The City of Saco employs 164 people full-time (excluding education). Property taxes generate \$27.2 million, plus state aid and other funds total to approximately \$36 million in revenues (2010 budget). Of those dollars, **42.30%** (32.10% in 2009) or just over \$15.5 million are dedicated to **delivery of city services**.

### TOTAL FISCAL YEAR 2010 EXPENSES



The total \$15.5 million annual is the cost for city services and translates to a per capita (per person) cost of \$857.64 (\$925.23 in 2009) for services. Another way to consider this impact is that the average home in Saco with a value of \$230,000 in 2010 paid total property taxes in fiscal year 2010 of \$3,133 (\$3,087 in 2009). Of this total, \$1325.17 (42.3%) was to pay for city services. This per median home contribution to fund city services breaks down as follows:

Service Delivery	\$ Expenses	
	2010	2009
Assessing	17.43	13.09
City Clerk/General Assistance	24.43	18.16
Fire	274.83	201.59
Finance	39.34	27.35
Technology	44.31	0.
Public Works	397.52	307.67
Code Enforcement	24.51	20.07
Police	332.06	249.37
Human Resources	28.99	21.86
Planning & Economic Development	28.52	22.97
Parks & Recreation	113.24	82.06
	1325.17	990.79
<b>Total Property Taxes (\$230,000 home)</b>	<b>3133.00</b>	<b>3087.00</b>
Percentage Dedicated to Fund City Services	42.3%	32.10%



▲ Main Street, Saco

### Strategic Goals

The City's Strategic goals generally address end results rather than specific actions. A goal provides a framework and direction for city departments to align their objectives and plans to achieve their goals.

The Strategic Goals focus on:

- Downtown Revitalization
- Infrastructure and Capital—Development & Maintenance
- Growth Management
- Environmental Protection & Sustainable Development
- Technological Innovation & Implementation
- Human Resource Investment
- Leisure Services Investment
- Meeting the Financial Needs for City Services
- Public Safety
- Traffic

### Our Vision is a high quality of life for Saco Citizens

*Central to this vision is a sustainable economy that offers an opportunity for everyone to have rewarding employment and for business to prosper, now and in the future.*

*The people of Saco bring this vision into reality by working together and building on our tradition of hard work, dedication and ingenuity.*



▲ View of Saco & windmill

## City Services Statistics

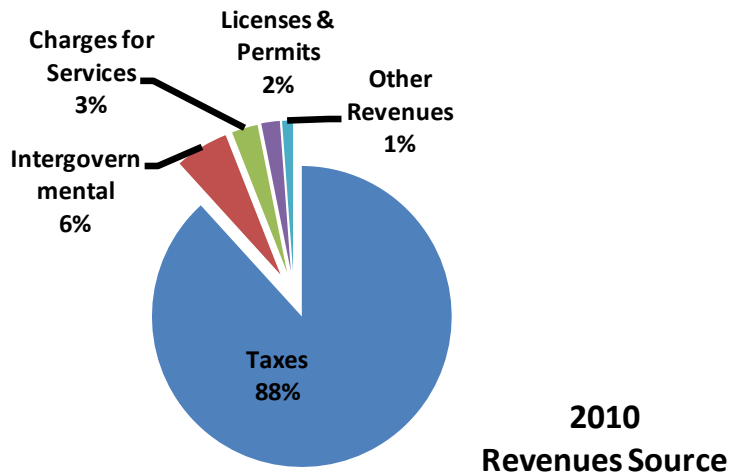
	2009	2010
<b>Fire/Ambulance Protection</b>		
Service calls (fire)	657	595
Service calls (rescue)	2,151	2,288
Inspections done	368	242
<b>Police Protection</b>		
Call volume	26,636	26,681
Traffic stops	5,962	6612
Traffic summons	1,644	1485
Warnings issued	4,138	4,566
Traffic related arrests	160	132
Non-traffic arrests & summons	484	558
Issued parking tickets	418	202
<b>Sewerage System</b>		
Miles of sanitary & storm sewers	513	513
Pump stations	31	31
Daily average treatment (Million Gallons Day)	2.49 MGD	2.49 MGD
<b>Building Inspection</b>		
Permits issued	368	395
<b>Public Works</b>		
Number of roads maintained	386	387
Lane miles of roads maintained	262	263
Acres of public area maintained	404	404

## Significant Accomplishments: Fiscal Year 2010

- No increase in the general fund expenditures for the 2nd year. Used undesignated fund balance to stabilize property taxes;
- 4th Public Opinion Survey completed;
- Voter's approve a General Obligation Bond providing funds to build a new Fire Station;
- Wastewater Treatment Plant has completed 70% of the \$4.2 million project;
- General Obligation Bond provided funds to pave 20 miles of the City's 121 center lane miles;
- Downtown Development Plan completed;
- Riverwalk Trail completed;
- New TIF district for IMAX project;
- The city's Code Enforcement Officer (CEO) received the state's first CEO of the Year Award; housing starts begin to grow again;
- Housing Plan completed and adopted by Council;
- Received 6th year AGA National Award for Excellence in Performance Measurement Reporting;
- Rewrite completed of the Saco Bay Marina Code;
- Stable sewer user fee and national recognition for facility safety at the Wastewater Treatment Plant;
- Bond rating upgrade by Moody's from A1 to Aa2;
- Completion and grand opening of the Parks and Recreation Community Center (renovation of old Armory);
- Implemented 'Holiday Music' on Main Street;
- Traffic signal upgrade to allow efficient flow of traffic.

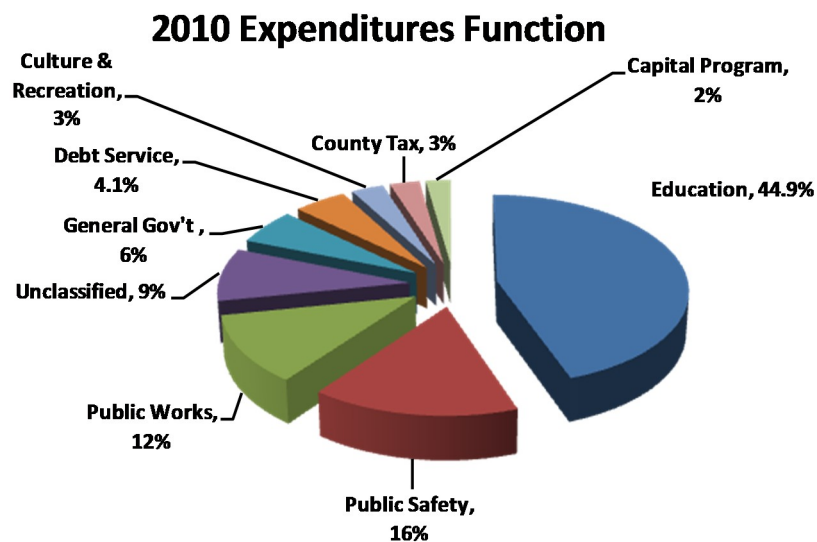
## Primary Government Sources of Revenue

*“How are we doing?”*



Revenues by Source	2010	2009
Taxes	31,899,915	30,278,683
Intergovernmental	2,087,551	15,235,297
Charges for Services	1,014,732	968,773
Licenses & Permits	718,991	770,778
Other Revenue	420,127	422,129
<b>Total Revenues</b>	<b>36,141,416</b>	<b>47,675,660</b>

## Primary Government Functional Expenses



Expenditures by Function	2010	2009
Education	16,228,121	28,045,287
Public Safety	5,728,015	5,417,894
Public Works	4,227,214	4,589,463
Unclassified	3,265,930	3,284,077
General Government	2,173,455	2,270,911
Debt Service	1,815,443	2,695,555
Culture & Recreation	1,105,116	1,071,275
County Tax	1,014,574	1,020,912
Capital Program	841,856	1,480,882
<b>Total Expenditures</b>	<b>36,399,724</b>	<b>49,876,256</b>

**INDEPENDENT AUDIT:** An independent audit of the city's finances was conducted resulting in a clean audit.

## Future Challenges and Economic Outlook

### Executive Summary

**By** many measures, the City of Saco has met the challenges it faces with relative success. For overall image, Saco was seen by about 80% of citizens surveyed in FY04, FY05, FY07, and FY09 as “good” or “excellent,” while only between 1 and 3% surveyed saw the city as “poor” or “below average”. No survey was conducted in 2010; the next survey will be conducted in 2011.

**In** Fiscal Year 2010, the City of Saco faced the same extraordinary financial circumstances that challenged cities and towns across the country. With a solid foundation of innovation and responsiveness that it has been building on for several years, the city organization met these challenges and, by many measures, can report to the greater community good news on its performance.

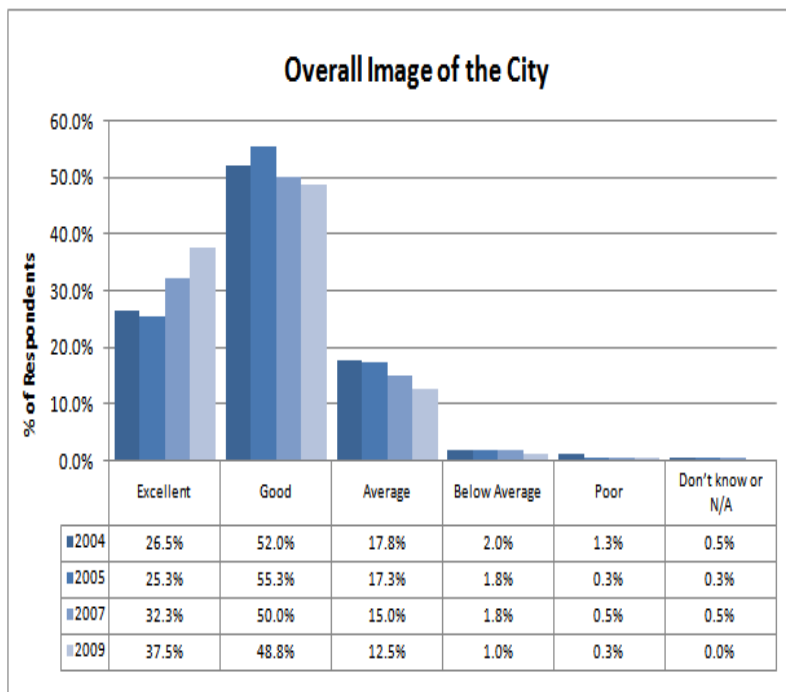
**While** other communities were managing with a shrinking tax base, the Saco instead added \$17,000,000 in new value – the City of Saco remains an attractive and growing community. Throughout this period of economic turbulence, the City of Saco remained active in addressing all the issues it faces, including those around managing growth and communication with citizens, as discussed in past iterations of this report.

**Managing** growth has been an ongoing challenge for the city – the Strategic Plan includes an entire goal dedicated to this concern, including a focus on sustainability, a growth concept that is broadly applied by the city’s management. The city’s work in this year on an Economic Development Plan, as well as its new Housing Strategy and the completed update of the Comprehensive Plan, all keep the focus on the city’s future.

## City Council Objectives for 2010

**& 2011:** The City Council has established the following objectives as priorities, tied to their related strategic goal areas as indicated on Page 1.

2010
Address Camp Ellis Erosion
Continue Senior Work Tax Program
No Tax Increase
Hold the City/School Budget at Current Level
Solicit New Business
Remediate the Saco Steel Site
Contingency Plan for Downsizing
Neighborhood Blight Program
Reduce the City’s Energy Use
Continue Support of Saco Spirit
Promote Affordable Housing
Address Traffic Flow at Polling Place
Improve Auditorium Sound System
Develop a Strategic Economic Development Plan
2011
Pay as You Go for Roads and Improvements
New Fire Station
More User Friendly Technology Initiatives—Paperless Packets—Video Streaming of Council Meetings
Continuation of Sidewalks on Route One
Continue with the Saco Bay Working Group
Explore Quarterly Tax Billing
Decrease Trash Disposal by 10%
Challenge the Saco Bay Boundary Law
Future for Saco Island Wind Mill



***We would like to hear from you!***

***Do you like this report?***

***Is there any additional information that you would like to see included?***

***Please contact Stephanie Weaver, Personnel Officer, at [sweaver@sacomaine.org](mailto:sweaver@sacomaine.org), or call 207.282.4191 with any recommendations.***